

# *City of Gunnison Strategic Plan*



Matt Burt photo

Adopted December 8, 2015



## Mission Statement

The people of Gunnison have a special responsibility to the uniqueness of the Gunnison Valley. We the City, as representatives of the people, will strive to conduct our affairs and plan our growth in a manner that respects our environment and preserves our community as our home.

Through the ethical, effective and efficient stewardship of our human, natural, and fiscal resources, the City of Gunnison will provide public services and facilities that will enhance the quality of life for our residents, neighbors, and visitors.

The City's elected officials and staff shall create a positive climate in which all people flourish. Freedom of thought, expression, and participation shall be solicited from individuals, employees, the public and visitors.

*Adopted by City Council on March 10, 1992*

## The Need for Strategic Planning

The City of Gunnison uses the council-manager form of government, wherein City Council is responsible for the legislative function of the municipality such as establishing policy, passing ordinances, appropriating funds, and developing an overall vision. The Manager's role is to implement the policies and course that has been established by the Council. This form of government is recognized as the structure most conducive to the efficient and ethical management of local communities.

By launching a strategic plan, the City of Gunnison helps to ensure:

- 1) Priorities are used to inform all decision making processes including resource allocation during creation of the annual budget and establishment of employee work plans,
- 2) Continuity during changes in leadership, and
- 3) Relatively scarce resources are focused on longer-term objectives, especially throughout the year when "putting out fires" and responding to multiple interest groups.

# Process for Strategic Planning

The strategic plan is a living document. As shown adjacent, the strategic planning process is continuous and is connected to other planning documents such as the capital improvement plan and the annual budget. Priorities established during the planning process serve to direct resource allocation decisions during the budgeting process and establishment of work plans.

Although it is important that the plan doesn't change dramatically from year to year, as soon as the plan has been "completed", an assessment must take place to determine whether the plan should change. The definition of the word strategic is, "relating to the identification of long-term or overall aims and interests and the means of achieving them." Since most strategic goals cannot be accomplished within one year, changing the plan dramatically from year to year can inhibit progress. However, assessing progress includes determining which tactics are working and adapting to changing local conditions.

The new process should allow the City of Gunnison to:

- Understand change, adjust to the related circumstances and set a course of action to manage the expected implications of change
- Engage the community and create enthusiasm for the future
- Prioritize goals in line with available funding
- Cause decision making to be proactive rather than reactive
- Promote trust, honesty, and respect between and among decision makers, city staff and the greater community
- Tie the strategic direction directly to work plans and budgeting



# Format

While many organizations plan strategically, they often use a variety of different terminology. The City of Gunnison will move forward using Priorities, Objectives and Actions.

## Priorities

Priorities are synonymous to goals. Goals usually address long-term issues and they must be directly tied to the mission statement of the City of Gunnison. They do not include a great deal of specificity. Rather, they are a generalized statement of where the City of Gunnison wants to be at some point in the future. Goals can include a focus on economic vitality, sustainability, healthy communities, public safety, transportation and an assortment of other areas.

## Objectives

Each priority statement in the strategic plan will be followed by one or more objectives and they begin to provide specificity and measurability.

## Actions

Actions represent tactics or strategies to accomplish the measurements designated in each objective.

## Table Key

Rank:	
H	High Rank
M	Medium Rank
L	Low Rank

Completion:
Target completion date

Team: Team leader(s) for project	
CD	Community Development
CL	City Clerk
FIN	Finance
IT	Information Technology
PD	Police Department
PR	Parks and Recreation
PW	Public Works

\*Note: The City Council (CC) and City Manager (CM) are participants in each project



## The Results of Strategic Planning

By adopting the Strategic Plan, the City adopts a statement of intent, not an appropriation of funding for projects contained within the plan. The lists are updated annually as new needs become known, as priorities are changed, and as progress toward stated priorities is achieved. It is entirely possible that a project with a low priority will remain in the Strategic Plan for many years, as more important projects appear and move ahead for quick implementation. On the other hand, a project may be implemented sooner than originally planned due to changing priorities, ease of execution, ongoing nature, funding availability or circumstances requiring immediate action.

It is the intent of City Council to focus on the first three Priorities in the Strategic Plan in the immediate planning horizon. The Objectives and Actions within each “top” Priority will move forward for implementation.

The lower priority goals are listed in the plan and considered to be included in the “parking lot” for potential inclusion as a top priority in a future plan as needed and progress is assessed.

New projects will be considered for inclusion in future plans as they relate in importance to existing Priorities, Objectives and Actions.

During capital planning and budgeting processes, each new request for funding will be accompanied with an assessment of how the request relates to the City Council’s stated Strategic Priorities. This will help ensure that resources are appropriately directed to areas of importance to the City of Gunnison.

The world and community is changing at a rapid pace. Following the Mission Statement directive for ethical, effective and efficient stewardship of our human, natural, and fiscal resources, will allow the City of Gunnison to shape the community and influence its future direction. Initiating a strategic planning process allows our organization to provide an even higher level of service and address community issues in a well calculated way that aligns with the City Mission.





## Priorities

### SHORT TERM

**Priority 1:** Plan for the City's Future

**Priority 2:** Develop a Vibrant and Attractive Community that is Inviting to Visitors and Residents

**Priority 3:** Create a Walkable, Bikeable, Driveable Community that is Safe and Accessible to all Types of Users

### LONG TERM

**Priority 4:** Invest in Capital Projects

**Priority 5:** Make Employment with the City Attractive to Current and Future Employees

**Priority 6:** Improve Delivery and Efficiency of City Services

**Priority 7:** Increase Community Engagement Efforts and Strengthen Local Regional Partnerships

**Priority 8:** Support On-Going Economic Development Efforts within the Community



## Priority 1: Plan for the City's Future

—SHORT TERM

Objective: 1.1: Start or complete planning projects

Action:	Rank:	Team:	Completion:
Complete the safe street planning and design	H	CD	July 2016
Complete the Lazy-K Property Plan	H	CD	September 2016
Complete the regional broadband middle mile/anchor institutions planning effort	H	IT	December 2017
Develop a vision for the City's gateways	H	CC	2017
Update the City Comprehensive Plan	M	CD	December 2017
Update the Three Mile Plan	M	CD	December 2018
Rebrand the City of Gunnison with the intention of developing a new, differentiated identity for the community	L	CM	September 2016





## Priority 2: Develop a Vibrant and Attractive Community that is Inviting to Visitors and Residents

### —SHORT TERM

Objective 2.1: Create a lasting first impression on visitors as they enter the City by enhancing the City's gateways.

Action:	Rank:	Team:	Completion:
Integrate planning efforts for pedestrian/bike improvements/ safety enhancements with planning for gateway beautification	H	CD	Ongoing

Objective 2.2: Make highway corridors and downtown a great place to spend time.

Action:	Rank:	Team:	Completion:
Relocate bike racks to the first parking space each block	H	PW	March 2016
Acquire additional land for downtown parking	H	CM	March 2016
Continue to participate in the Better Cities economic study and determine how to integrate recommendations for downtown redevelopment into the City's <i>Strategic Plan</i>	H	CM	October 2016
Work with the Colorado Department Of Transportation to identify options for balancing traffic movement, parking, and improving the visitor experience on Main Street	M	PD CD	Ongoing
Begin design work and community engagement to plan the redevelopment of I.O.O.F. Park into a City Center	M	PR	October 2017
Work with downtown businesses to declutter sidewalks while striking a balance with bringing business outside	L	CD	Ongoing
Explore increasing flexibility with open container laws for downtown events	L	CL	March 2018

## Objective 2.3: Maintain a focus on the City's entire Business District.

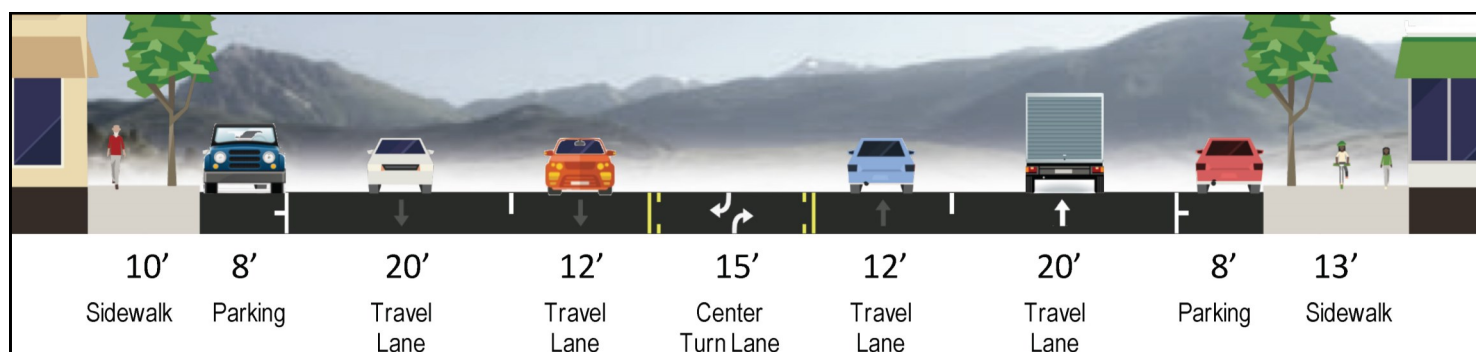
Action:	Rank:	Team:	Completion:
Engage business owners early and often on issues that may impact them to seek feedback. Work to build consensus on issues that arise	H	CM	Ongoing
Develop a tree program with the goal of lining the City's major business corridor with a healthy tree canopy	H	PW	December 2016
Develop design standards for businesses under 50,000 square feet to help improve appearance of the buildings within the business district	H	CD	December 2017
Integrate Arts into planning process, and use public art to enhance the business district	M	CD	Ongoing
Begin a rotating seasonal flag/sign program to brand and market the community's amenities and events	M	PW	December 2016
Identify opportunity for additional pocket parks throughout the business district	M	PR	October 2017 w/IOOF Park
Develop free Wi-Fi service within the business district for visitors and residents	L	IT	To Be Determined
Create a façade grant program for businesses to encourage private reinvestment of business store fronts	L	FIN	December 2016



## Priority 3: Create a Walkable, Bikeable, Driveable Community that is Safe and Accessible to all Types of Users —SHORT TERM

Objective 3.1: Develop complete streets to address multi-modal use of streets, aesthetics and help create a sense of place.

Action:	Rank:	Team:	Completion:
Design major transportation corridors to be visually appealing to visitors and citizens	H	CD	September 2016
Work with the Colorado Department of Transportation to obtain State permits to construct a complete street design for Tomichi Avenue and Main Street so motorists feel they have entered a community and are no longer on the highway	H	CD	2016-2017
Develop a City-wide comprehensive signage program	M	PW	March 2016
Increase community engagement efforts to help identify priorities, get input on design ideas, and to continuously work to educate all uses on safety concerns	M	CD PD	Ongoing
Review existing plans and policies; consolidate and update these into a single Complete Streets program that balances safe and efficient travel for vehicles, bikes, commercial traffic and pedestrians.	L	CD	December 2017
Conduct a demonstration project along Highway 50, in partnership with the Colorado Department of Transportation, to demonstrate the various techniques used to develop a Complete Streets program	L	CD PW	Ongoing
Seek community input during the planning and execution phases of a complete streets demonstration project, and conduct a post demonstration engagement process to evaluate success and gather community feedback	L	CD	2016-2017





## Objective 3.2: Prioritize capital investment in street, sidewalk and trails development

Action:	Rank:	Team:	Completion:
Review the <i>2012 Non-Motorized Transportation Plan</i> and identify key trail/sidewalk/safety improvements to fund in 2015, 2016 and 2017. Focus on “low-hanging fruit” such as trail development to demonstrate quick progress to the community	H	CD	Ongoing
Develop a physical trail link with Western State Colorado University	H	CD PW	December 2016
Proactively acquire tracts of land and/or easements along the river corridor to facilitate the build-out of river trail system	H	CM	As Opportunities Arise
Set aside funding for acquisition of tracts along the river corridor	H	FIN	October 2016
Establish annual lineal foot goal for new trail and sidewalk development	L	PW	October 2016
Review annual funding dedicated to sidewalk installation/maintenance/repair/replacement. Determine funds necessary to meet annual trail/sidewalk development goals	L	PW	Ongoing Annually with Budget
Continue to expand Americans with Disabilities Act (ADA) accessible sidewalks and facilities as new sidewalks and trails are constructed	L	PW	Ongoing Annually with Budget
Build a pedestrian bridge connection Legion and Jorgensen Parks. Ensure bridge design is compatible with and enhances the City’s gateway.	L	PW	September 2018

## Objective 3.3: Maintain a focus on safe use of streets, sidewalks and trails

Action:	Rank:	Team:	Completion:
Utilize new electronic message board to regularly message pedestrian and bike safety and awareness.	H	PD	March 2017
Identify existing safety concerns and conflicts and develop strategies to address those concerns	M	PD	Ongoing

## Priority 4: Invest in Capital Projects

—LONG TERM



### Objective 4.1: Invest in capital projects

Action:	Rank:	Team:	Completion:
Pursue a downtown revitalization project (Downtown Renaissance)	H	CD	2016 and Ongoing
Development of the Lazy K Property	H	CD	2018-2022
Construction of Phase III at the Community Center	M	PR	2019-2020
Acceleration of trails development	M	PW	June 2016
Redevelopment of the I.O.O.F. Park	M	PR	2018
Construction of the Safe Streets Program	M	CD	2017-2027





## Priority 5: Make Employment with the City Attractive to Current and Future Employees —LONG TERM

Objective 5.1: Demonstrate the value of the City's employees to current and future employees

Action:	Rank:	Team:	Completion:
Reach 100% parity for all City positions	H	FIN	December 2015
Regularly evaluate and adjust salaries as appropriate to stay competitive within job marketplace	H	FIN	Ongoing
Invest in employee enrichment including training and benefits	M	FIN	December 2015
Evaluate, as needed, classification of existing positions and consider appropriate reclassification as needed to address lack of promotional opportunities	M	FIN	December 2016
Evaluate attractiveness of part-time and seasonal employment and adjust wages, experience requirements, and benefits to attract students, retirees, and others seeking part-time employment	L	FIN	December 2017
Support community-wide efforts to develop affordable housing to enhance future employees housing options	L	CM	September 2016

Objective 5.2: Prepare for retirements of existing employees

Action:	Rank:	Team:	Completion:
Invest in training of existing employees to develop job skills certifications and management training to facilitate upward mobility of existing workforce as retirements occur	H	All	Ongoing
Evaluate full-time equivalent requirements to maintain service levels or grow service levels as needed. Take into account impact of retirements on both quality and quantity of work achieved by existing employees	M	FIN	December 2016
Evaluate salary ranges and job descriptions to remain competitive for employee recruitment	M	FIN	December 2016
Identify training needs and opportunities across all departmental staff	M	All	Ongoing
Increase annual training budgets	M	FIN	December 2016



## Priority 6: Improve Delivery and Efficiency of City Services —LONG TERM

### Objective 6.1: Enhance efficiency and effectiveness of City services

Action:	Rank:	Team:	Completion:
Increase convenience of accessing city services (i.e. electronic billing, payments, etc.)	H	FIN	December 2018
Create electronic work flows that speed up processes	M	All	October 2016
Maintain the importance of personal interaction	M	All	Ongoing

### Objective 6.2: Increase investment in and maintenance of existing facilities and infrastructure

Action:	Rank:	Team:	Completion:
Hire facilities maintenance staff	H	PR CL	June 2017
Budget line items for contractor services	L	FIN	October 2016



Photo by Gregg Morin



### Objective 6.3: Coordinate the dissemination of information using multimodal media

Action:	Rank:	Team:	Completion:
Develop a communications plan	H	CL	December 2016
Evaluate hiring a public information or community relations position	H	CM	August 2016
Evaluate the website and social media presence	M	CL	August 2016
Establish a community information kiosk	L	PR	August 2016

## Priority 7: Increase Community Engagement Efforts and Strengthen Local Regional Partnerships

### —LONG TERM

Objective 7.1: Increase the quality, efficiency, and variety of tools used to engage and inform the community

Action:	Rank:	Team:	Completion:
Establish public information position and charge position with creating and implementing communication plan	H	CM	February 2017
In communications plan, identify easy, low cost, quick communication/engagement tools that can be quickly implemented including updating to a mobile friendly website, increasing access to online forms, online surveys, investing in technology that integrates social media communications.	H	All	December 2016
In Communications Plan, develop strategies for reaching out to those citizens that do not typically join community discussions including non-English speaking families/ individuals, home-bound, those not technology connected, youth and university students. Focus to build trust with these community members.	H	CL	March 2017
Partner with Western State Colorado University to create a civic/community engagement/service learning program for incoming University freshmen. Focus on opportunities to guide freshmen into volunteer and paid opportunities through seasonal and part-time employment opportunities.	H	PR FIN	December 2017
Work with regional partners to create a centralized community calendar identifying meetings, classes and events.	M	CL	June 2017
Identify barriers to recruiting volunteers for community boards, and work with local partners to collectively address strategies for increasing participation on these boards.	M	CL	October 2017
Communicate and celebrate successes.	L	All	Ongoing
Evaluate creation of citizen advisory committee to gain feedback on how to utilize excess recreation tax funds.	L	PR	2015
Install information kiosk currently budgeted and utilize as a communication tool	L	PR	September 2016
Build on momentum created through the partnership with Gunnison County Schools on civic engagement and develop a summer youth work/training program to engage the community youth, build civic pride and fill critical volunteer needs within the community.	L	CL PR	March 2018
Celebrate diversity of community.	L	All	Ongoing





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Objective 7.2: Build on current cooperative efforts locally and regionally

Action:	Rank:	Team:	Completion:
Continue to participate in regional planning efforts such as current Better Cities process	H	CM	Ongoing
Create a clear mission and vision statement and identity for City to maintain its identity while working with partners and other organizations	M	CM	Ongoing
Annually identify areas of mutual concern and utilize existing forums such as Mayors/Managers meetings to open dialogue with other entities	L	CM	Ongoing





## Priority 8: Support On-Going Economic Development Efforts within the Community —LONG TERM

### Objective 8.1: Clarify the City's role in economic development

Action:	Rank:	Team:	Completion:
Engage in conversation with community about types of economic development that are appropriate/desired in Gunnison	H	CM	June 2017
Economic Development partnerships	H	CM	August 2017
Confirm City's role in private/public partnerships (i.e. Urban Renewal Authorities, Tax Increment Financing, Public Improvement Fees, etc.)	M	CM	October 2017
Invite economic developers from neighboring communities to present economic models in different communities and the role of local government in those models	L	CM	October 2017



### Objective 8.2: Be a voice for the City of Gunnison's economic vision in regional conversations

Action:	Rank:	Team:	Completion:
Continue to participate in current joint Better Cities process and reevaluate this strategic plan to incorporate recommendations as appropriate	H	CD	2016
Develop a joint City/County economic strategy	L	CM	August 2017